

PRESS RELEASE

Paris

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ANNUAL REVENUE 2025: - 1.1%

- **Organic decline: - 4.5%**
- **4 acquisitions**

€ Million	FY 2024	FY 2025	YoY change
Revenue	4,143.3	4,099.0	- 1.1%
▪ of which France	1,360.3 (32.8 %)	1,418.8 (34.6 %)	+ 4.3%
▪ of which International	2,783.0 (67.2 %)	2,680.2 (65.4 %)	- 3.7%

ACTIVITY AS OF END DECEMBER 2025: - 1.1%

At the end of December, activity decreased by -1.1%: +4.3% in France, -3.7% outside France.

At constant scope and exchange rates, the decline is -4.5% (-3.6% in France and -4.9% outside France).

In Q4, ALTEN generated a revenue of €1,023M, down -0.35% compared to Q4 2024. At constant data, organic decline was -2.2%: -2.4% in France and -2.2% outside of France.

The decline is mainly due to a sharp drop in the Automotive sector (-16%), and to a lesser extent in Telecoms, Other Industries, Electronics, and the Public Sector.

Defense/Security, Naval, and Energy sectors showed notable growth.

Q4 activity performed better than expected. The Aerospace sector returned to growth, as did Banking/Finance.

Southern Europe continues to grow satisfactorily; Eastern Europe and APAC are stable. Other regions remain in decline, but the situation is gradually improving, except in the UK, Benelux, and Nordics.

The relative improvement in Q4 will logically contribute to an improvement in operational margin, which will therefore be above 8.1% in 2025 (estimated from 23 October 2025).



EXTERNAL GROWTH: 4 ACQUISITIONS IN 2025

In the US and India: Company specialized in Life science
(Revenue: €7.5M, 120 consultants)

In India: Company specialized in embedded software, mainly for the automotive industry
(Revenue: €5.2 M, 270 consultants).

In Spain & South America: Company specialized in Digital Transformation
(Revenue: €19M, 300 consultants)

In France & Belgium: Company specialized in Life Sciences
(Revenue: €20.5M, 190 consultants)

OUTLOOK FOR 2026:

Activity appears to be gradually stabilizing, sequentially, across most sectors, with Aerospace and Banking/Finance already returning to growth in Q4 2025.
The first semester 2026 will be key to confirm this trend and clarify the outlook expectations for the year.

AGENDA:

2025 ANNUAL RESULTS: Tuesday, February 24th, 2026 (Conference on Wednesday February 25th, 2026)

About ALTEC

For complete information, visit www.alten.com/investors

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As a European Leader in Engineering and Technology Consulting (ETC), Alten carries out design and research projects for Technical and IT divisions of major clients in industry, telecoms and services.

Alten's stock is listed in compartment A of the Euronext Paris market (ISIN FR000001946); it is part of the SBF 120, the IT CAC 50 index and MIDCAP100, and is eligible for the Deferred Settlement Service (SRD).

APPENDIX TO PRESS RELEASE:

Definition of alternative performance measures and reconciliation with IFRS standards

The ALTERN Group uses alternative performance measures especially selected to follow up on its operational activities. The Group has chosen these measures as they supply additional information allowing the users of periodic financial information to have a comprehensive understanding of the Group's performance. Such alternative performance measures are complementary to IFRS standards.

Revenue growth on a like-for-like basis (i.e. organic growth)

Growth on a like-for-like basis (and constant exchange rate) is calculated excluding the effects of exchange rate variations and the variations of the consolidation scope on a chosen period.

Exchange rate impacts are measured by converting the revenue of the period with the average exchange rate from the previous period.

Scope variation impacts are measured excluding acquisitions, revenue of the period and for transfers, revenue of the previous period, in order to create a scope which is identical to the previous period. This alternative measure enables to identify the real performance of the Group in terms of activity on the chosen period.

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Growth in business 2025

€M	Revenue FY 2024	Revenue FY 2025	% change
Revenue on a like-for-like basis	4,134.4	3,949.2	-4.5%
France	1,360.3	1,311.2	-3.6%
International	2,774.1	2,638.0	-4.9%
Change in scope	-8.9	188.5	4.3%
France	-	107.8	7.9%
International	-8.9	80.7	2.6%
Exchange rate impact	-	-38.7	-0.9%
France	-	-	-
International	-	-38.7	-1.4%
Group revenue	4,143.3	4,099.0	-1.1%
France	1,360.3	1,418.8	4.3%
International	2,783.0	2,680.2	-3.7%